

# ANNUAL NARRATIVE REPORT OF THE SUPERINTENDENT

## MINUTEMAN MISSILE NATIONAL HISTORIC SITE

FY 2007

(October 1, 2006 – September 30, 2007)



**“The Man Who Saved the World” visits Minuteman Missile National Historic Site in early May, 2007. In late September, 1983, Lt. Col. Stanislav Petrov was in charge of the Soviet satellite early warning network near Moscow. Suddenly, the bunker’s computers indicated that a U.S. nuclear missile was heading toward the Soviet Union. “Everyone jumped from their seats looking at me. What could I do? There was a procedure that I had written myself”. The future of the world was in the 44-year old officer’s hands as he wrestled with the decision of whether or not to use Russia’s atomic button. In a bold move, Petrov decided against it, blaming the signals on faulty equipment instead of U.S. aggression. By disobeying military procedure, Petrov ended his own promising career but effectively saved the world from mutually assured destruction.**

## ***Administration & Management***

- At the start of Fiscal Year 2007, site staff consisted of six permanent employees: Superintendent Mark Herberger, Chief of V&RP and I&VS Pam Griswold, Maintenance Mechanic John Black, Cultural Resource Specialist Mike Hosking, Park Interpreter Chris Wilkinson, and Administration Support Assistant Jeanne Berry. Similar to previous fiscal years, a significant challenge for the staff centered on managing the workload for the new site. Although each member of the Minuteman Missile team had an official title and job classification, the actual duties performed by each were quite diverse. Almost every day, each employee had to wear one of many “different hats” in order to meet the various circumstances and tasks needed to be accomplished.

Imagine all of the routine day-to-day items, large and small, necessary for any well established park area to complete in order to function and carry-out their mission-oriented goals – during 2007 all of the very same items and very same functions were necessary at Minuteman Missile. Additionally, as a start-up park area, another layer of challenges exists for the historic site in that most operations are a “blank slate”. Plans, responses, personnel and operational files, infrastructure, a library of Director’s Orders, creating an identity, collateral duties, studies, SOPs – all of the hundred-and-one baseline elements park units need and are sometimes required to implement in order to operate, have also been necessary to begin and implement at Minuteman Missile. Despite the challenges of a new site and having only six permanent staff during FY07, many elements contributed to the accomplishments seen at Minuteman Missile - but none more significant than the contributions, dedication, and team efforts of the permanent staff.



Administrative employees, the traditional backbone and behind-the-scenes players within the NPS, provide ever-increasingly important and complex roles in our mission. Minuteman Missile Administration Support Assistant Jeanne Berry is the only administrative employee on site and serves as the personal assistant to the superintendent, clerk for all site operations, property manager, and is responsible for budget/fiscal duties, processing administrative functions such as travel and time & attendance, information management and, keeps the superintendent out of trouble.

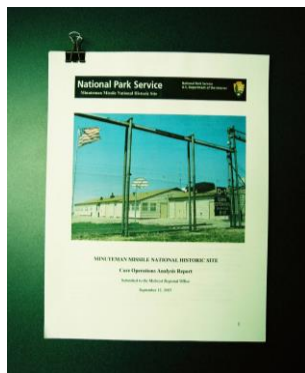
- In 2006, the Midwest regional Office issued a memorandum pertaining to Core Operations that conveyed the need, purpose, and essential components for a “Core Operations Analysis” process and the subsequent development of a core organizational chart and report.

The intent of Minuteman Missile’s analysis report is to clearly restate the site’s mission, purpose, essential operational functions, and the most efficient core organization to operate the site at a safe and professional level while meeting our stewardship goals. The report identifies options for addressing anticipated “flat” funding levels over the next five years. As a recent addition to the National Park System, Minuteman Missile’s Core Operation’s Analysis report will assist in identifying and addressing core needs that may remain unmet by 2011 and provide the basis for a strong, credible request for additional resources to meet core needs.

In late April 2007, all six permanent employees at the historic site participated in a three-day facilitated workshop to initiate the core operations process. During the workshop, team members:

- Guided by the site’s enabling legislation, re-articulated the Minuteman Missile’s purpose, mission statement, and operational priorities.
- Reviewed the site’s Budget Cost Projection Model.
- Listed and evaluated all activities with which site personnel are currently performing or to which human or financial resources are being devoted.
- Per the defined process, attempted to identify activities that are extemporaneous to what is “Core” or “Essential” in achieving the site’s purposes and consequently could be stopped or eliminated.
- Brainstormed a range of ideas site personnel might consider in order to meet projected BCP shortfalls within five years.
- Listed potential impacts of BCP shortfalls to site operations.
- Developed a list of additional positions that would be required to meet and sustain core operations for the site.
- Compared and contrasted operational priorities in FY 2011 under the current organizational chart vs. the core organizational chart.

Comprehensive results of that initial workshop are presented in the *Core Operations Analysis Workshop Report* and eventually used to produce the draft Core Operations Analysis Report.



Minuteman Missile’s draft Core Operations Analysis Report was presented to the Midwest Region during the summer of 2007 and signed on September 12. The report presents site “priorities” that are essential to achieve Minuteman Missile’s purpose. In turn, the priorities define most, if not all off the activities performed at the site. In essence, the site’s core priorities relate directly to the site’s GPRA Goals:

- On several occasions during Fiscal Year 2007, the Regional Director and other members of the regional staff, congratulated and recognized Minuteman Missile personnel for their response to various “reply due” correspondences. Although the reply dues can sometimes be enigmatic and untimely, they are a normal “part of doing business”. Additionally, they do serve as a baseline of information for the new site, and assist the staff in learning all of the various facets, nuances, and mandatory reporting requirements for the bureau.

One hundred-three reply due memos were completed including background research into many of the memo subjects. Topics ranged from status reports to significant fiscal management issues and from protection-related annual reports to facility management milestones. A substantial amount of less-formal communications were drafted and sent, mostly pertaining to administrative needs and questions for the new site. Staff processed and responded to xxx email inquiries.

## ***Community Relations***

- Minuteman Missile continued memberships with the Wall and Philip Chambers of Commerce, the Black Hills Badlands and Lakes Association, and the Kadoka Community Association. All of the groups were provided updates on site development and planning, especially on the draft General Management Plan.
- During the summer season of 2007, the local communities of Wall and Philip celebrated their centennial anniversaries. For both ceremonies, Minuteman Missile hosted an “open house” for community members and alumni of each community.



Several hundred community members and guests during the Wall, SD and Philip, SD Centennial Days events participated in special “open houses” at the Delta-01 and Delta-09 facilities. Here, retired Col. Kerry Davis (currently a seasonal Park Interpreter at Minuteman Missile) provides an overview of the Delta-09 nuclear missile silo.





Author and travel magazine contributor, Paul Higbee, visited Minuteman Missile during 2007 in order to prepare for a feature article on the new historic site. The article appeared in the May/June 2007 issue of *South Dakota* magazine and included interviews with Park Interpreter Chris Wilkinson and Robert Davies, former Air Force Strategic Air Command. The article provided a brief historical look into the former nuclear facility and a future vision of the new national historic site.



South Dakota Governor Mike Rounds hosted the 2007 Governor's Conference on Tourism highlighting his statewide program of doubling visitor spending to \$1.2 billion by 2010. The conference brings together businesses and individuals throughout the state's visitor industry for a variety of sessions. Park Interpreter Chris Wilkinson invited participants to learn about the state's newest national park area at Minuteman Missile's exhibition booth.

- Seven news releases were drafted and distributed to local media. The coverage highlighted Petrov's visit, visitor reservations and statistics, VIPs, and public scoping for the proposed user fee program.
- Periodic updates were provided to staff members at all three local Congressional offices in Rapid City: Senator Tim Johnson, Senator John Thune, and Representative Stephanie Herseth. Superintendent also visited all three Washington D.C. offices while attending the New Superintendent's Course.

## Cooperating Activities

- Fiscal Year 2007 saw no movement to create a formal agreement between Minuteman Missile National Historic Site and a cooperative association. Plans to develop such a partnership are on the site's "to do" list with initial scoping and research scheduled. Potential association partners include the Badlands Natural History Association, the South Dakota Air and Space Museum, Eastern National, Southwest Parks and Monuments, and possible entrepreneurial businesses.

- The NEKOTA group provides support assistance to park areas in Nebraska and the Dakotas in the areas of contracting and human resources. A significant portion of Minuteman Missile's contracting was forwarded to Ron's office. Due to his timely and professional assistance, Ron was given an "On the Spot Award" from the site team.
- Support for Minuteman Missile continued to come from various individuals at Badlands National Park. Superintendent Secretary Pam Livermont, IT Specialist Valerie Reeves, Personnel Assistant Barb Gartner and Budget Analyst Linda Livermont provided valuable assistance for specific administrative-related duties. Other help was received from protection rangers for special patrols and call-outs, facility management staff for assistance and equipment needs for specific projects, resource management for weed control and monitoring, and occasional interpretive staff to cover for staff meetings and field trips.



Pam L.



Valerie R.



Barb G.



Linda L.

- Fiscal Year 2007 saw the unveiling of the "Centennial Initiative" a bold initiative to prepare the National Park Service for its 100<sup>th</sup> anniversary in 2016. The Initiative proposes a potential \$3 billion infusion for the National Park System over the next ten years. One part of the program calls for partner donations of up to \$100 million per year available for matching funds from a special centennial account. All park areas were requested to develop a "vision strategy" emphasizing possible projects and programs fitting national criteria developed to meet Centennial goals.

Although Minuteman Missile was not in a position i.e. with partners, to submit projects for the up-and-coming FY 2008 Call, the site team drafted the vision statement and "Implementation Strategy" for submission in later years. Many of the site's ideas coincide with forecasts presented in Minuteman Missile strategic planning documents and the Core Operations Analysis. The Implementation Strategy articulates a menu of ideas and strategies in order to showcase Minuteman Missile as a "signature site" within the National Park Service. The possible programs and projects also focus on initiating and enhancing recommendations within the site's draft General Management Plan.

Specific elements highlighting our vision for the future include: a Cold War Civic Engagement Center serving as an international focus for discussion and public forums on the impacts of the Cold War; the future visitor center/administration

facility designed to LEED standards including wind and solar power energy technologies; living history interpretation to recreate a real-life military experience for visitors touring the Delta-01 Launch Control Facility, including a nuclear launch simulation; shuttle vans, using South Dakota bio-diesel or other alternative fuels, to transport visitors to the historic site; completing FMSS milestones for all assets, LCS structures, and cultural landscapes assuring they are in good condition; interconnecting other NPS areas, upper great plains school districts, and Cold War museums with long-distance learning technology for Cold War curriculums and a "Tour the Cold War" film and publication; utilizing the Centennial Challenge by enhancing partnerships with a friends association, the Cold War Museum, the Association of Missileers, the South Dakota Air and Space Museum, and other partners and; preserve the "Peacekeepers for Peace" cultural landscape area surrounding Delta-01 .

These examples, and others detailed in the objectives sections of the vision statement, will not only serve to connect people to Minuteman Missile in innovative ways, they will also strengthen the historic site's core operations, enhance our connections to regional South Dakota communities, and spotlight the NPS by representing a "signature site" to the world.

## ***Development***



- Two years ago, as the site team researched general management plan issues, along with line-item construction time frames, it became quite obvious that the current project office location would be serving as Minuteman Missile's temporary visitor center/headquarters for many years to come. In order to accommodate expected increases in visitors and employees, site staff decided to procure an additional modular building; becoming known as the "East Wing". Using recommendations from the draft Long-range Interpretive Plan, a facility was purchased obligating 2005 funds and emplaced in 2006.

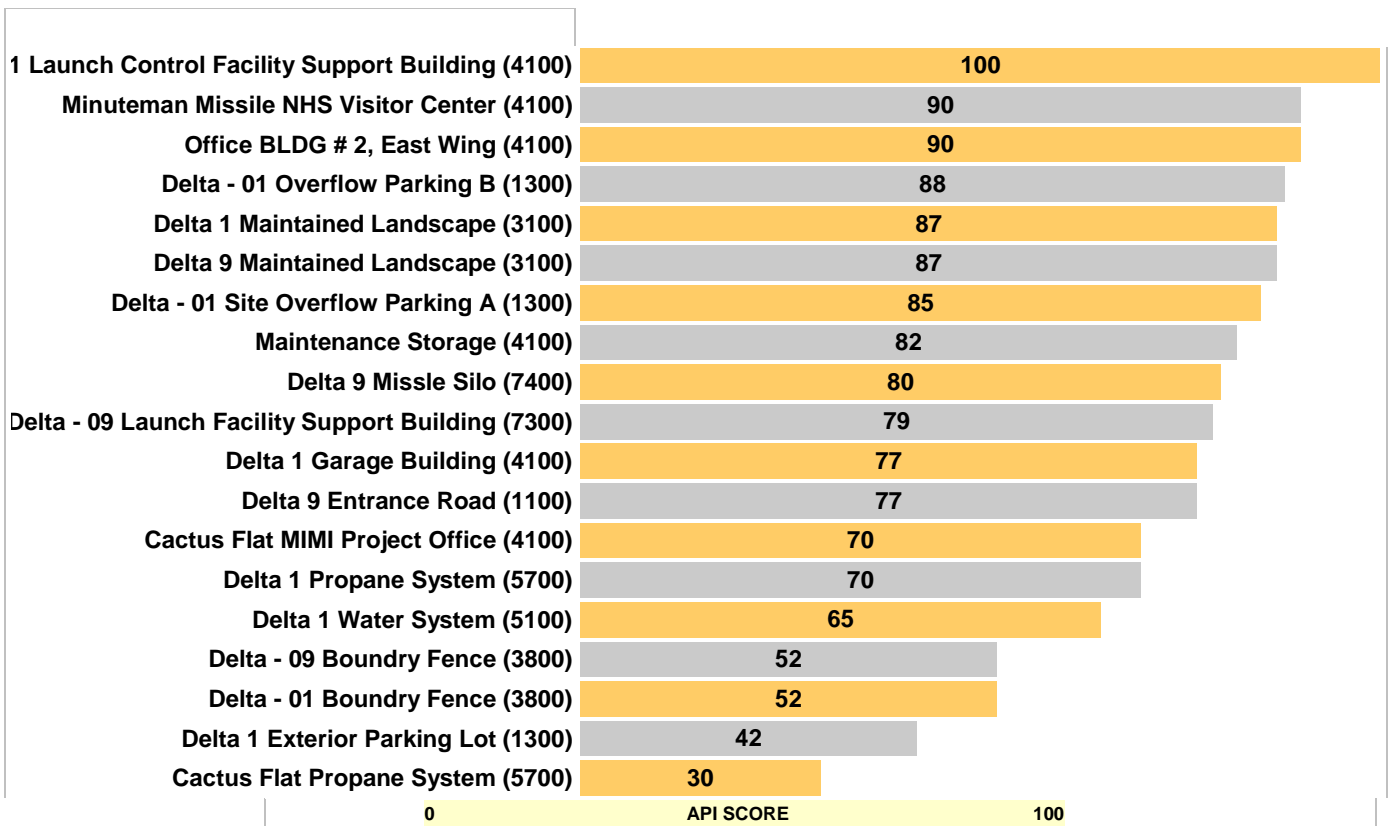
The east wing houses Minuteman Missile's temporary visitor-contact and information station, four offices, and a large deck connecting it to the original headquarters building. During FY 2007, wayside exhibits were planned for the deck along with a shade ramada, and an accessible parking pad was added to the facility.

## Facility Management



Minuteman Missile's only maintenance employee, John Black took the lead in Fiscal Year 2007 with a variety of facility management issues including FMSS input and completion of deadlines, coordinating repair/rehab and cyclic maintenance projects, supervising the site's seasonal custodian, routine grounds maintenance, fleet management, safety issues, operating the facility management accounts, and refinement of the Environmental Management System Plan.

- Once the site's Core Operations Organization Chart was finalized, work began on creating a Facility Operations Specialist position. The position would manage all facility maintenance and facility operations duties, supervise staff, and be a team manager for Minuteman Missile. Actual advertisement and selection for the position is scheduled for FY 2008.
- The site team continued to refine Minuteman Missile's Asset Priority Index, reviewing entries and revising parking areas to match Federal Highways designations. Basically, the API measures the value of each asset and is used, with each assets' FCI scores to determine which assets to retain and at what level. Among other criteria, the API evaluation looks at each asset's in relation to its status, resource preservation, visitor use, park operations, and substitutability.





- Eight PMIS projects received funding for FY 2007 and were initiated and completed or obligated during the fiscal year.



Replace garage doors at Delta-01



Replace vinyl floor tiles at Delta-01



Replace the HVAC fan unit at Delta-01



HVCA filtration



Carpeting in Delta-01



Replace panel boards



Jack sidewalk at Delta-01



Reseal Delta-01 parking area

## ***Fiscal***

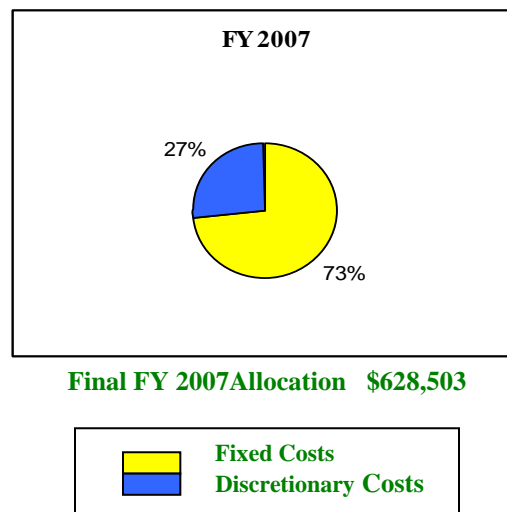
- The ONPS budget for Fiscal Year 2007 began with the FY 2006 enacted of \$629,000. A FY 2007 pay cost increase added an additional \$9,689. A 1% base funds contingency subtracted \$6,387. After all assessments and adjustments including deductions for uniforms, NEKOTA, the GSA lot lease and, an addition for the Superintendent's Conference, the final net figure for the site totaled \$613,828. (Note: Minuteman Missile's "actual" listing was \$628,503). Seventeen base accounts were developed for Minuteman Missile's fourth year of official operations:
  - o Collections Management
  - o Cultural Resources
  - o Education
  - o Interpretation & Visitor Services
  - o Interpretation & Visitor Services Administration
  - o LE Patrols
  - o Visitor and Resource Protection
  - o Facility Maintenance (contemporary assets)
  - o Facility Maintenance (historic assets)
  - o Fleet Repair
  - o Facility Operations (contemporary assets)
  - o Fleet Fuel
  - o Utilities
  - o Facility Operations
  - o Administration
  - o Human Resources
  - o Management

By the end of Fiscal Year 2007, \$178.72 remained in our base.

### **Additional funding awarded to Minuteman Missile National Historic Site in Fiscal Year 2007:**

- Volunteer Account	\$ 709.00
- DSL Payments	\$ 1,668.00
- Reseal D-01 Parking	\$ 16,170.00
- Replace Carpet at D-01	\$ 59,803.00
- Replace garage Doors at D-01	\$ 10,777.00
- Jack Sidewalk at D-01	\$ 3,997.00
- Replace Panel Boards	\$ 14,474.00
- Replace HVAC Fan Unit	\$ 6,743.00
- Filters	\$ 1,366.00
- Replace Vinyl Flooring at D-01	\$ 5,379.00
- Superintendent's Conference	\$ 325.00

- As a new national park area, the site team realized that planning and development for Minuteman Missile to become fully operational would take many years. That time frame would allow for pragmatic decisions, calculated growth not to over-extend site resources, and the completion of quality NPS services. If indeed, future base budgets might remain flat, the site team calculated our own “manual budget cost projections” beginning in FY05 and extending into the future. The idea was to be proactive in making sure that any personnel and program additions made during our initial planning and development years would not put Minuteman Missile in fiscal jeopardy during later fiscal years. The site team continued our manual budget cost projections through 2011. The exercise has proven quite worthwhile, even though the Servicewide computer-based BCP became available in mid-FY06.
- For FY 2007, Minuteman Missile’s manual BCP calculated \$458,807 out of our total ONPS base allocated to fixed costs.



- The computer-based budget cost projection module in AFS3 was developed to provide a standardized process to project future costs. The BCP provides a template that allows park areas to load necessary parameters (i.e. personnel, non-labor costs, ONPS base funding) and, builds upon the 85% plans and the wealth of data already in AFS3. The end result is a system which provides park managers with a consistent method of projecting future costs and anticipated funding levels.

Calculating Minuteman Missile’s BCP was an on-going process for most of CY 2006. Results from the first generation model were not realistic; projecting the new historic site’s budget with a \$5.5 million surplus by FY 2011. Budget personnel from the Midwest Regional Office greatly assisted in researching and recalculating the BCP, drafting several more generations in order to consider the site’s start-up status and base funding fluctuations since FY 2001. BCP model “number four” was used during the Core Operations Workshop for calculating a possible deficit scenario for the future efficiency exercise. BCP model number six

shows Minuteman Missile with a surplus of \$13,000 by FY 2011, a 4-year average of 1.67%, and a fixed cost of 86%

Page 1 of 5  
Home Org: 1300  
Current BFY: 2006

### BCP Projection Report

BCP Plan: BCP  
AFS3 Budget Plan: BCP  
Report Group: O-MIMI

### Allocations

Historical Allocations	FY 2002	FY 2003	FY 2004	FY 2005	Base Year	
Final FY Allocated Amts	\$195,633.00	\$324,882.00	\$316,960.00	\$580,233.00	\$610,986.00	2 Yr Avg -0.31%
One-Time Changes	\$100,000.00	\$0.00	(\$500.00)	\$0.00	\$0.00	4 Yr Avg 1.67%
Special Changes (to Base)	\$0.00	\$0.00	\$0.00	(\$282,533.00)	\$0.00	
Adjusted Allocation	\$295,633.00	\$324,882.00	\$316,460.00	\$297,700.00	\$610,986.00	
Adjusted Growth		\$29,249.00	(\$8,422.00)	(\$18,760.00)	\$30,753.00	
Adjusted % Growth		9.89%	(2.59%)	(5.93%)	5.30%	

Projected Allocations	Base Year	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Current Baseline Allocation	\$610,986.00					
Projected Alloc (2Yr Avg)		\$609,067.60	\$607,155.23	\$605,248.86	\$603,348.48	\$601,454.07
Future One-Time Changes		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Future Base Changes		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revised 2Yr Allocation		\$609,067.60	\$607,155.23	\$605,248.86	\$603,348.48	\$601,454.07
Projected Alloc (4Yr Avg)		\$621,179.37	\$631,542.81	\$642,079.14	\$652,791.26	\$663,682.09
Future One-Time Changes		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Future Base Changes		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Revised 4Yr Allocation		\$621,179.37	\$631,542.81	\$642,079.14	\$652,791.26	\$663,682.09

Minuteman Missile's BCP shows budget calculations for FY 2007 and forecasts a positive budget through FY 2011. Although the model shows no growth in the numbers of site staff, the Administration Support Assistant position has been calculated at the GS-6 level instead of the current GS-5 level.

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Revised 4-year Allocation Projection	\$621,179.37	\$631,542.81	\$642,079.14	\$652,791.26	\$663,682.09
Total Requirement Costs (Page 2)	\$601,459.69	\$572,906.61	\$591,857.96	\$619,429.76	\$650,704.54
Shortfall	+\$19,719.69	+\$58,636.19	+\$50,221.18	+\$33,361.50	+\$12,977.54
% Shortfall	+ 3.17%	+9.28%	+7.82%	+5.11%	+1.96%
FTE Equivalent	0.32	0.88	0.71	0.45	0.17
% FTE Equivalent	4.15%	11.57%	9.35%	5.93%	2.19%

Prior to core operations and BCP modeling, the site team at Minuteman Missile adopted the Midwest Regional strategy of "living within our means". In deciding a developmental path for the new historic site, one approach could have been to increase the site's permanent staff and initiate a variety of new programs from the "get-go". Instead, the team made deliberate and consistent decisions since operations began in FY 2004 to: 1) build a strong foundation of accomplishments with the current organizational structure; 2) strategically plan for each 5-year effort and; 3) maintain a healthy fixed cost to discretionary cost ratio. Those decisions have placed the historic site on a much brighter path than many other park areas. As indicated through the BCP, even with the assumption of flat base budgets for the next five years, Minuteman Missile will not require a reduction of our current 8.25 FTE.



Fixed costs remain at or near the 85% maximum through FY 2010 and do not significantly surpass the 85% in FY 2011. Therefore, the current team can remain on track with the site's Strategic Plan, and continue with work activities for accomplishing our set targets by FY 2011.

In essence, the BCP driven organization chart and scenario parallel Minuteman Missile's current organization chart and targeted accomplishments in the 5-year Strategic Plan. Reader's note: Minuteman Missile is functioning at a BCP driven level now.

- In response to the Servicewide Comprehensive Call, site staff drafted four new project statements and entered them into the PMIS database. All of the previously submitted projects needed to be reviewed for accuracy, appropriateness, and slightly revised to include FMSS data. Twenty-seven of the "older" submissions were rewritten and resubmitted. Site staff prioritized 38 projects with the top five being: replace the leaking roof at Delta-01, replace the circulating pumps at Delta-01, replace the unsafe electric circuit panels at Delta-01, the Line Item Construction for the future VC/HQ, and investigate water infiltration.
- Minuteman Missile currently has 6 OFS statements submitted for a total of \$947,000.00. All six statements were reviewed and revised according to the most recent guidelines. The site's top two priorities, "Providing for the GSA Lot Lease" and "Providing Core Visitor Services" have been prioritized by the Midwest Region at #'s 55 and 70 respectively.
- Minuteman Missile's first donations amounted to \$1,720.00

The two Visitor and Resource Protection accounts provided funding for a variety of programs, supplies, equipment, and personnel during Fiscal Year 2007. Accounting for 11% of the site's ONPS base budget, these accounts were not only programmed for law enforcement salaries, but also contributed to support for Badlands National Park rangers, GSA rental for the site's law enforcement vehicle, security system upgrades, the service contract with Pennington County Dispatch, propane at the Delta-01 facility, LE cell phones, refresher trainings, preparations for the proposed fee program, and other visitor protection-related equipment. Site Protection Ranger Pam Griswold supervised the 50-50 split position with Badlands NP, providing a seasonal Protection Ranger to patrol both units.



## ***Interpretation & Visitor Services***



- Minuteman Missile enjoyed a record-breaking year within the Division of Interpretation and Visitor Services during FY 2007. The two areas which make up the historic site, Launch Control Facility Delta-01 and Launch Facility Silo Delta-09, along with the visitor contact station hosted over 23,000 visitors. This represented a 47% increase over 2006. During 2007, 16,763 visitors entered the site's temporary contact and information station at Cactus Flats. This total represented a 41% increase from 2006. The busiest day of the year was Monday, July 2<sup>nd</sup> when 334 visitors entered the contact station.

Another site record occurred during the first week of July, when the contact station had 1,225 visitors over the 5-day week. July was also the busiest month, when 4,854 visitors arrived at the station, representing 29% of all visitors to the facility during the year. The site has now set a new record for visitation each of the four years it has been open.

Over 7,200 visitors were escorted on a tour of either Delta-01 and/or Delta-09. Most astonishing, the amount of tours given to visitors increased 71% from 408 in 2006 to 698 in 2007. This increase in the numbers of tours given and tour visitation from 4,329 in 2006 to 7,267 in 2007 can be attributed to several factors. First and foremost, the site was able to offer a series of weekly "open houses" to the public throughout the summer. During these open houses, staff would give visitors an overview of topside operations at Delta-01, followed by a tour of the underground command and control center where a former missileer (site VIP) would explain the inner workings of this once intensely secure facility.

Secondly, tour numbers increased because Delta-09 was opened to the public weekday mornings throughout the summer. Each morning, an interpretive team member was stationed on site to give visitors a close-up view of a Minuteman II ICBM (deactivated of course). Thirdly, the tour increase was made possible through the collective efforts of a devoted seasonal staff of three park rangers along with several volunteers.



- Planning for future interpretive exhibits accelerated during the summer season. Midwest Region Interpretive Specialist Roberta Wendel came to the site for a weeklong visit in which she worked closely with Chief of Interpretation & Visitor Services Pam Griswold and Park Interpretive Ranger Chris Wilkinson on a series of wayside exhibits for the interpretive deck and outlying sites. The project is due for completion during FY 2008 and closely follows the guidelines set out in the site's Long-range Interpretive Plan.

Interpretive Park Ranger Chris Wilkinson volunteered for Minuteman Missile during Fiscal Years 2004 and 2005. He entered on duty as the fifth permanent employee for the site (as a developmental Interpretive Ranger) at the beginning of Fiscal Year 2006. During FY07, the position changed from a GS-5 to a GS-7. In addition to Chris' regular duties, he assumed responsibility for outreach programs, developing school curriculums, the Junior Ranger Program and assisting with the site's tour scheduling. During FY07, Chris received an award for his team efforts and performance.



- Congratulations to Connie Wolf from Badlands national Park. In addition to contributing over \$1,000 to Badlands' newspaper (for a one-page spread on Minuteman Missile), Connie received a sizeable award for her work from Minuteman Missile.



## **Lands**

- Fiscal Year 2007 continued with the challenges and sometimes frustrations of coordinating on-going land issues at Delta-09. Since site staff arrived at the beginning of FY2004, the first contact from the MRW Lands Office asked Minuteman Missile for acreage at Delta-09. Apparently, the Lands Office never received “official” notice of transfer of the lands at Delta-09 from the U.S. Forest Service who originally owned the land. According to the U.S. Forest Service, the site’s enabling legislation serves as the official transfer of land and a letter is not necessary. The enabling legislation also increased the acres at Delta-09 to 5 “according to the map” attached with the legislation. The “map”, however, was never meant to be an exact drawing of the five acres; it is not to scale and was just an approximation. During FY2006, the site began the process to delineate the five acres, meeting with Kevin Atchley, the new District Ranger for the Wall District of the Buffalo Gap National Grasslands and his lands staff. Ranger Atchley agreed with the map’s ambiguity and both teams flagged an appropriate boundary to be surveyed at Delta-09.



Arrangements for the land survey could be made with the National Forest but initial estimates were very expensive. Communications with the MWR Lands Office began the process for the NPS to conduct the survey, with a contract to be coordinated through the MWRO (and with a substantial savings).

In addition to the 5-acre survey, the MWR Lands Office was still investigating “official” transfer of Delta-09. Towards the end of FY 2006, the Lands Office contacted the DOI Solicitor requesting them to contact DOA’s Solicitor in order to determine what form of documentation is necessary to transfer Delta-09. Additionally, an Environmental Site Assessment would need to be completed before any “transfer” takes place.

Fast forward to the beginning of FY 2007. The Forest Service still contends that the acres at Delta-09 have already been transferred by the Act and that no further administrative or executive action is necessary. Now, however, the FS is



proposing a strict interpretation of the “map” rather than the five acres flagged in FY 2006 i.e. one rectangle is wider than the other. The NPS is still asking for “official transfer” and implying that since this has not occurred, it will require a ESA first. The MWR Lands Office began the process to contract a survey of the five acres at Delta-09. A meeting in Omaha on October 27 covered these issues in further detail. The Lands Office asked to contact the site’s Ellsworth Air Force Base contact, Civil Engineer Tim Pavek, in order to learn more about the environmental work accomplished by the Air Force during deactivation of the missile field facilities and specifically with Delta-09.

By January 2007, the Lands Office completed a Scope of Work for the boundary survey and the site authorized funds for the contract. Unfortunately, progress on advertising the contract suffered from delays. By April, site staff contacted the NEKOTA contracting office who agreed to take on the assignment of coordinating the contract. By the end of the fiscal year, a contract was finally awarded and survey work for Delta-09 was obligated into FY 2007.

## Personnel

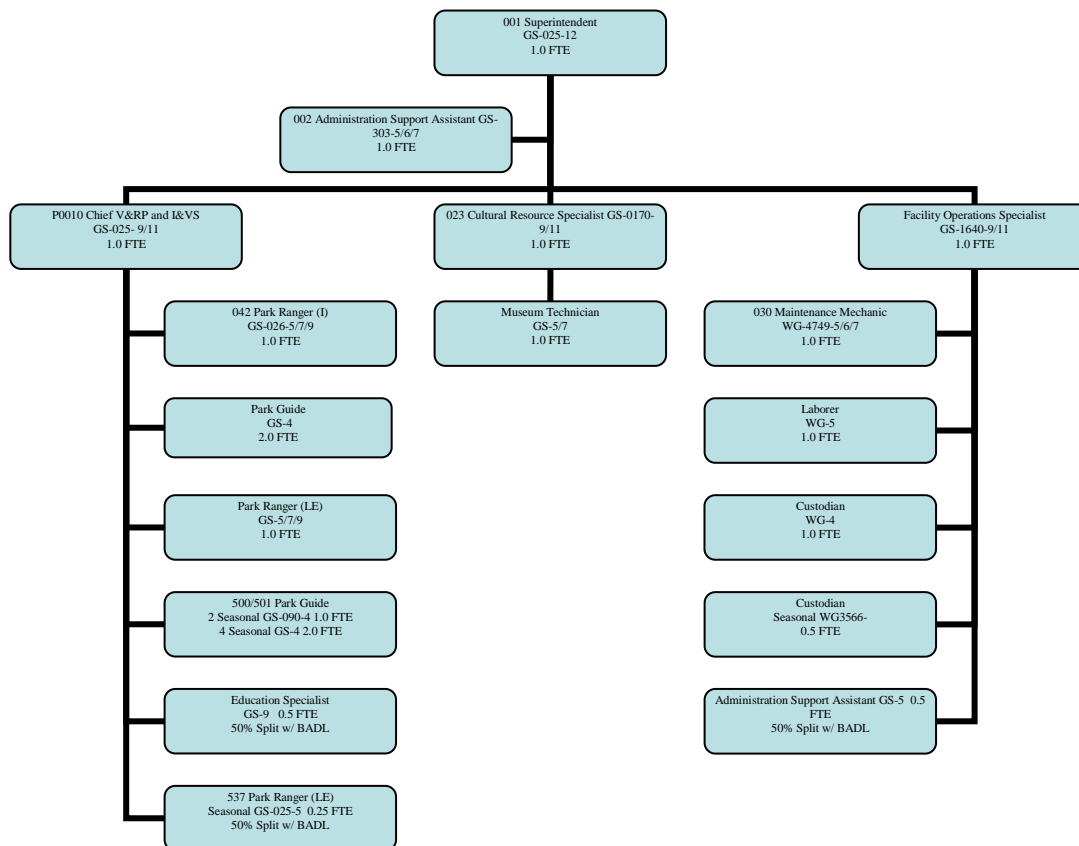


The Fiscal Year 2007 gang at Minuteman Missile National Historic Site:

VIP Dennis Caberra	Maint. Mechanic John Black	Seasonal Interpreter Kerry Davis	Seasonal LE Ranger Jack Hanson	Cultural Resource Specialist Mike Hosking
		VIP Egor Prokofyev	Park Interpreter Chris Wilkinson	
Seasonal Interpreter Mary Milulla		VIP Al Martens	Admin. Assistant Jeanne Berry	Superintendent Mark Herberger
Chief of V&RP and I&VS Pam Griswold		Maintenance Worker Deetta Terkildson		
(missing VIP Sue Martens)				

- The site’s new organization chart, developed from the core operations analysis, represents a total of 17.75 FTE (23 individual personnel). The chart recognizes the positions necessary to meet the full spectrum of Core Operations Driven

accomplishments as outlined in the Analysis Report shown above. In turn, the core accomplishments fulfill Minuteman Missile's priorities and purposes. The FTE and positions identified in the core organization chart coincide with recommendations from Minuteman Missile's draft General Management Plan, scheduled for finalization in CY 2008. Similar to the amount of research and deliberation needed to draft the site's 5-year Strategic Plan, Minuteman Missile's team invested significant time and energy drafting the GMP. While the Strategic Plan targets accomplishments that can be met under current budget and staffing conditions, the GMP identifies what can be accomplished under desired conditions. As identified in the site's draft GMP, additional Core FTE and positions will be "phased-in" as future funding becomes available for the new national historic site.



#### Additional Notes on Core Staffing

- Continue to provide reimbursements to Badlands National Park for periodic assistance with: specialized natural resource-related issues; visitor and resource protection call-outs and; specific facility management projects including both labor and equipment.
- Continue to provide the NEKOTA office with funding for assistance in contracting and human resources. Although Minuteman Missile's current allocation to NEKOTA is \$5,000.00, the site team could allocate more funding in order to boost personnel at NEKOTA to support increased services to the field.
- Formalize administrative support from Badlands National Park by creating three more "split positions". Currently, Badlands provides regular informal support with IT, fiscal oversight, and human resources. Through core operations, the

Badlands IT Specialist, Budget Specialist, and Human Resource Specialist could become 10% Minuteman Missile-90% Badlands split positions.

- Split positions are formally supervised by Badlands.
- Enhance the VIP program and the hours of volunteer service offering assistance with interpretation, visitor services, and resource conservation.
- Continue to implement and enhance the site's participation in the Federal Lands Recreation and Enhancement Act program and create appropriate positions funded through user fees.
- Target most of the permanent positions listed on the Core Organization Chart as "developmental" positions.
- Evaluate the recommended Visitor & Resource Protection GS 5/7/9 position as a possible 50% split position with Badlands NP.



I&VS Seasonal Mary M.



V&RP Seasonal Jack H.



VIP Dennis C.



Maint. Mechanic John B.

On a sidebar note, the entire staff traveled on a local field trip on June 6, visiting Sheep Mountain and the South Unit of Badlands National Park. Two interpretive rangers operated the site's contact station for the day in lieu of our staff.

## ***Planning***

- Towards the end of FY 2006, Minuteman Missile's draft General Management Plan began to receive comments from the Washington Office. The Lands Resources Division, the Water Resources Division, the Air resources Division, and Curatorial Operations provided positive/favorable comments along with a few editorial or administrative questions. The WASO Park Planning and Special Studies Office, however, had significant comments on four major issues: boundary adjustments, staffing, shuttle system and facilities, and overall cost estimates. The comments were presented through Sandra Washington of the Midwest Regional Office of Planning and Compliance who has been coordinating the GMP process. The WASO Planning Office provided three pages of concerns and asked for the draft GMP to be resubmitted once their concerns were addressed.

Team members at Minuteman Missile devoted significant blocks of time during the first four months of FY 2007 researching and drafting new narratives for the Denver Service Center to insert into the draft GMP.

Changes for the boundary adjustment included three pages of modified text, 20 separate modifications of "corrective" information, and 25 minor edits to modify acre numbers. These changes were to provide a "compelling rationale" for the

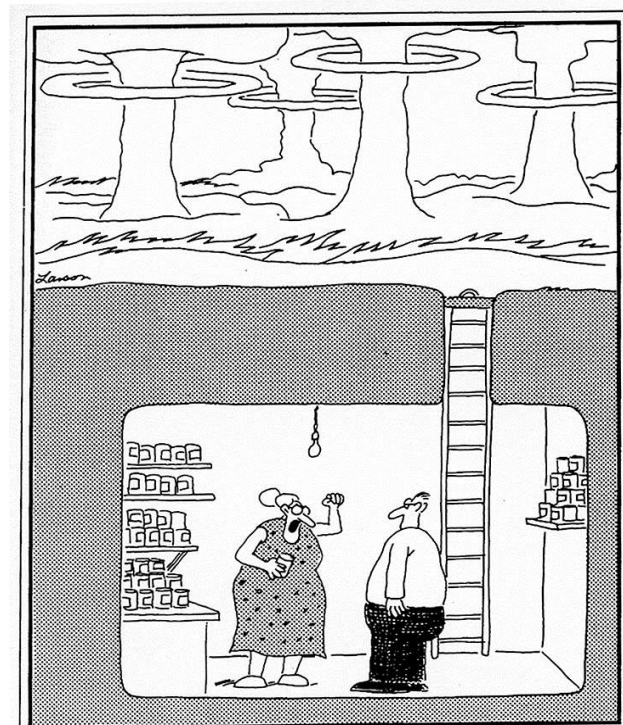
boundary adjustments, address alternative land protection strategies, and to make a “complete justification” for the boundary assessment.

Five pages of revisions were drafted concerning the shuttle system. Instead of deleting the proposed shuttle system from the draft GMP, all text pertaining to the system were modified adding revisions to show the “shuttle system to be phased in” as funding becomes available and visitations needs become appropriate. In addition, the Regional Office completed the long-overdue facility model for the future visitor center/administration facility. Instead of the 10,000 SF recommendations provided in the draft GMP, the WASO Planning Office suggested the visitor center be reduced to a realistic 4,000 – 5,000 SF.

For purposes of the draft GMP, FTE estimates and position titles were revised and reduced from 21.25 FTE in the Preferred Alternative to 14.75 FTE. Positions deleted included a seasonal clerk, the maintenance laborer, one V&RP ranger, the education technician, two park guides, and two museum technicians. The Superintendent’s position was capped at a GS-12.

All references to costs were revised to include the following recommendation: “The implementation of the approved plan will depend on future funding and service-wide priorities. The approval of a GMP does not guarantee that funding and staffing needed to implement the plan will be forthcoming. Full implementation of the GMP could be many years into the future.”

All of the changes, new narratives, and modifications were provided to the Denver Service Center by the end of January 2007 for incorporation into the revised draft.



“How many times did I say it, Harold? How many times?  
‘Make sure that bomb shelter’s got a can opener — ain’t much  
good without a can opener,’ I said.”

***Planning,  
Planning,  
Planning!***



After a couple of months of “give and take, further clarifications, and some minor edits, the revised draft was ready for a WASO review in June. Superintendent Herberger and Planning Coordinator Sandra Washington from the Regional Office presented the revised draft to Deputy Director Dan Wenk at the NPS D.C. Office June 27.

During the August 2007 Program Review between the Midwest Regional Office and the Denver Service Center, the GMP coordinators communicated the need for a \$25,600 appeal for additional funding to continue the draft GMP process into FY 2008. A proposed timeline was provided listing a request for “Permission to Print” in September 2007, the draft GMP for public review by early winter’08, and a Record of Decision in September 2008.

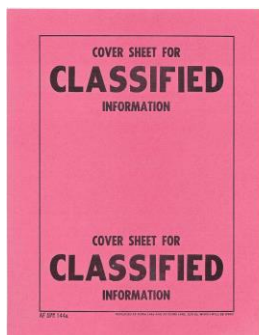
- Minuteman Missile’s 2007 Annual Performance Plan listed 13 GPRA Goals. After modifications of the NPS’ Performance Management Data System, the number of GPRA goals necessary to report for were greatly reduced from previous years. Of the Category I Goals to “Preserve Park Resources”, the site met 2 and exceeded 3 of our goals. Of the Category II Goals relating to “Visitor Experience”, the site met 3 goals and exceeded 1. For the Category IV Goals, the site met 3 and exceeded 1.



Coordinated by Roberta Wendel for the Regional Office, planning began for six high-quality wayside exhibits highlighting Minuteman Missile’s unique Cold War history. Four of the interpretive panels will be installed at the site’s Visitor Contact Center with two of the panels at Delta-01 and Delta-09.

## ***Property***

- The comprehensive inventory of Delta-01 and Delta-09's contents, completed in Fiscal Year 2005, provided the framework for official transfer of the historic items to Minuteman Missile from the U.S. Air Force. The property inventory also included items and related archives housed in a bunker at Ellsworth Air Force Base. The official transfer of the 4,387 total items took place this fiscal year



- A "Scope of Collection Statement" serves to guide a national park areas in the acquisition of museum objects that contribute directly to the understanding and interpretation of the area's themes and resources, as well as those objects that the NPS is legally mandated to preserve. Minuteman Missile's Scope of Collection Statement was completed in Fiscal Year 2007.

## ***Public Use***

- Reservations for Minuteman Missile National Historic Site's fourth season of guided tours began on April 1, 2007. Almost immediately, slots for the daily tours (Monday through Friday) began to fill. By the end of the visitor season, most if not all of the approximately 1,600 tour slots had been filled to capacity.

Visitors to the historic site came from not only the United States, but from five continents; countries included New Zealand, Taiwan, Columbia, Italy, and Israel. Visitors also arrived from 48 states, led by those visiting from South Dakota, California, Wisconsin, Illinois, and Florida. 53% of our visitors found out about Minuteman Missile from the park website, followed by 14% who heard about it via "word of mouth", 10% through Official National Park Service literature, 9% from the South Dakota tourism magazine, and 14% from "other" sources.

44% of visitors said that Minuteman Missile was their top destination while touring western South Dakota.

- The site hosted various groups from the media. Television programs, including the CBS Morning Show and the Voice of America showcased the site to both national and worldwide audiences. Former Soviet Strategic Rocket Officer Stanislav Petrov, visited Minuteman Missile along with a Danish film crew making a documentary on "The Man Who Saved The World". Petrov averted a possible nuclear emergency during a Soviet ballistic missile early warning systems failure in 1983. Petrov was overwhelmed to get "up close and personal" with his former enemy's missile technology.

Other guests included employees from the State Historic Society of North Dakota employees working on development of Minuteman III site in Cooperstown, ND, staffers from the South Dakota Congressional offices, Commander Jeff Smith from Ellsworth Air Force Base, and personnel from the Governor's Office on Economic Development.



Ranchers from the local area, staff members, and Badlands Superintendent Paige Baker welcome Stanislav Petrov to a community bar-be-cue and ranch rodeo.

## **Research**

- Funding for two long-awaited projects was awarded: the Historic Structures Report and the Cultural Landscape Report. Although the projects will begin in Fiscal Year 2008, Bill Harlow from the Regional Office visited the site to begin preliminary scoping for the projects. Both projects will be coordinated in-house by Cultural Resource Specialist Mike Hosking.
- Fifteen oral histories were conducted during Fiscal Year 2007. Individuals interviewed included former Missile Combat Crew Commander (and current Minuteman Missile VIP) Dennis Cabrera, former U.S. Marshall (and missile escort) Gary Overby, former Missile Maintenance member Leo Rowen, and former Air Force Electronics worker John Wallace.



## ***Resources Management (Cultural)***

- Local ranchers and landowners discovered a virtual “gold mine” under their property due to the price of copper in the marketplace. When the U.S. Air Force deactivated the South Dakota missile field, they abandoned the HICS cable that was buried underground. Approximately 1,800 miles of the hardened cable connected and “hard wired” the command centers and the 150 nuclear missile silos throughout this field. Due to the specialized nature of the cable, it contains a conduit layer of high grade copper. Now, with the price of copper at record levels, landowners are digging up the cable throughout their property and recycling it at a center in Rapid City. Local landowner Sam Neumann asked if we would mark the boundary line so he wouldn’t interfere with underground cable on site.



Through the coordination of Minuteman Missile's Cultural Resource Specialist Mike Hosking, the site's List of Classified Structures included thirty-eight features including bollards and the historic gas pump, the hardened HF transmit antenna, the support bunker at Delta-09, the diesel fuel tank, warning signs and the security fence, and the hardened UHF antenna.





## ***Resources Management (Natural)***

- Minor quantities of Razor Pro and Plateau were applied to 7.6 acres at Delta-01 and Delta-09 during Fiscal Year 2007. The applications are assisting in maintaining the historic appearance of the cultural landscape at the facilities.
- Question: Is Minuteman Missile National Historic Site strictly a cultural resource park area?

Answer: Next Page....



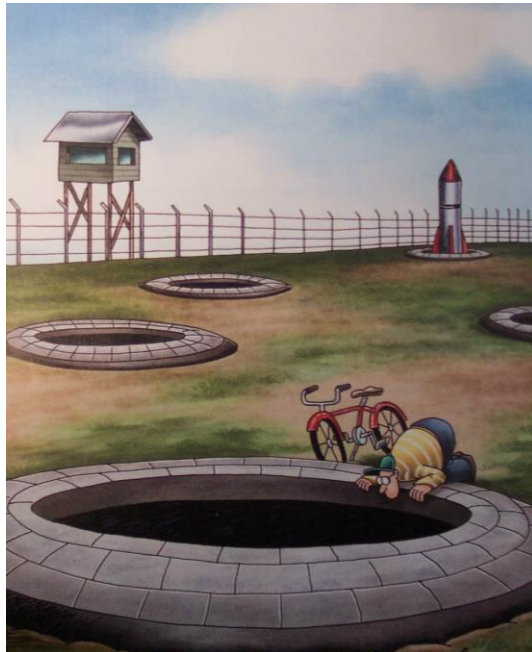
- During late winter, site staff recorded occasional sighting of a couple swift fox in and around the Delta-01 Launch Control Facility. By early April, burrowing activity was witnessed in the berm of the old sewage lagoon at Delta-01. Apparently, “mom and dad” found safe haven for a den site and introduced five young fox later that month; appropriately named Alpha, Bravo, Charlie, Delta, and Echo. The swift fox spent several months at the site but eventually dispersed later in the summer.
- The Northern Great Plains Network began a modest project for Minuteman Missile during Fiscal Year 2008. Members of their team researched the site on various days throughout the year in order to draft a “species occurrence” list for us. The list should be completed in the first part of FY 2008.

## ***Safety***



During August of 2007, Prizim, Inc. an IDIQ contractor for the NPS, conducted an environmental and safety audit of Minuteman Missile. The inspection team noted no "priority 1 deficiencies" and only minor needs. Two items included the need to develop a Fall Protection Plan and upgrade the historic site's safety harness gear.

- Recommendations from the August, 2007 Environmental and Safety Audit: procure two portable alarmed oxygen indicators for confined spaces – train staff in confined space SOPs – draft a Confined Space Entry Plan – mount the fire extinguisher in the Delta-01 furnace room – develop a HAZCOM inventory – provide HAZCOM training for the staff – review and update the Air Force Asbestos report – upgrade the site's safety harness gear at Delta-01 – upgrade the site's safety harness gear at Delta-09 – develop a park-specific Fall Protection Plan – read Appendix D for respirators – relocate the propane tank at the project office – apply for IPM training – remove the refrigerant in the capsule at Delta-01 – develop a stand alone Emergency Action Plan – provide drip pans for the Peacekeepers – procure a "spider" for access into the missile silo.



**Far Side**

**SAFETY  
RECOMMENDATION  
NUMBER ONE**

**Never, never do this!**

- The security system at Delta-01 continues to provide challenges with discovering what is triggering false alarms. Chief of V&RP Pam Griswold has been working with a contractor to dissect the complex system and track-down the root causes of the signals. One of the causes appears to be bare wires in the conduits.

Apparently, the original contractor forced too many sensor wires through the conduits, causing some to rub off their protective covering. In addition to the alarm investigations at Delta-01, the contract will also provide for replacing one monitoring camera and installation of a wireless monitoring system at Delta-09.

## **Training**

- Like previous fiscal years, travel restrictions affecting government employees allowed for modest opportunities for site team members to participate in formal training courses. The Minuteman Missile's "Travel Reduction Target" was set at \$15,000.

Formal Training Received During Fiscal Year 2007	
History Training in Sioux Falls, SD	Chris
NPS Archival	Mike
Superintendent's Conference in St. Paul	Mark
AO Conference in Omaha	Jeanne
Manager's Institute on Public Policy in D.C.	Mark
COR/COTR in Rapid City	John
Supervision Training in Albuquerque	John
Video/Web	Chris
VIP Coordinator in Springfield	Chris
IPPM in Sequoia NP	Jeanne
Fire training	Mike

- Superintendent Herberger attended the Midwest Region Superintendent's Conference, held in conjunction with the George Wright Society's Annual Conference in St. Paul. The agenda focused on key themes: Perspectives on Protected Areas in a Changing World, Interpretation and Education Renaissance, WASO updates. Core Operations, Partnerships, Developing a Climate Change Strategy, and the State of NPS Financial Management. The sessions presented the opportunity to meet and network with all of the other park managers in the region.

## **VIPs**

- Minuteman Missile had a remarkable increase in the quantity of volunteer service during Fiscal Year 2007. VIP's logged 654 hours, an increase of 163% from the previous year. Volunteers such as Al Martens and Dennis Cabrera, former missile combat crew members, joined the team for another exciting summer season. Beginning in early June until after labor Day, they logged in over 300 hours supplementing the site's interpretive services. Minuteman Missile's VIP expenditures totaled \$1,933; the site's allocation was \$709.





Egor Prokofyev became the site's first international volunteer. Egor, from Saratov, Russia, came to the site through an exchange program with Rotary International. His ability to fluently translate between Russian and English language research sources, allowed the site to gain access to information prior unknown to staff. Egor led tours and provided visitors with a uniquely diverse perspective from what the "other side" was thinking during the Cold War.

### ***Visitor & Resource Protection***

- Park managers at both Badlands and Minuteman Missile continued with a 50-50 split visitor protection position between the two areas. The seasonal ranger position was designed to support Minuteman Missile by providing a law enforcement presence on weekends, and at times when Protection Ranger Pam Griswold was away. In addition to law enforcement duties, the position was also designed so the employee would provide a significant percent of interpretation support for Minuteman Missile.
- In anticipation of participating in the Federal Lands Recreation Enhancement Act by implementing a User Fee, Minuteman Missile conducted a "Comparability Review", conducted a series of public scoping meetings, and advertised the proposed program through local media. In addition, the site requested approval for the program through the annual recreation Fee Rate Change Request. Participation in the Fee program is projected to begin on Memorial Day, 2008.
- Chief of V&RP Pam Griswold received a Start Award at the end of Fiscal Year 2007 for her oversight and teamwork for the operations.



## MINUTEMAN MISSILE NATIONAL HISTORIC SITE MISSION STATEMENT

*“Minuteman Missile National Historic Site represents an unprecedented window of opportunity for visitors worldwide to view and contemplate a significant period of U.S. and world history. It is the story of the Cold War and how it affected our lives. It is the story of the Air Force’s role in the defense of our nation, It is the story of the people of southwestern South Dakota who lived alongside the Minuteman II missile defense system. That is our mission at Minuteman Missile National Historic Site; to tell – and conserve – these stories, as represented in the historic structures, museum collections, oral histories, and cultural landscapes, for future generations. Interpretation will be presented in a respectful and non-biased manner. Resources will be conserved unimpaired through professional planning and operations. Low impact and inspirational visitor services will be safely provided. And a proficient team of National Park Service employees and partners will guide Minuteman Missile National Historic Site into the future.”*



/s/ Mark E. Herberger  
Superintendent,  
Minuteman Missile  
National Historic Site  
July 06, 2008